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AN EVALUATION OF THE FACTOR STRUCTURE OF THE HRM SURVEY, FORMS 9 AND 11

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AN EVALUATION OF THE FACTOR STRUCTURE OF THE HRM SURVEY, FORMS 9 AND 11

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The Human Resource Management (HRM) Survey is the principal diagnostic instrument used in the Navy's Human Resource Management Support System. Patterned after the Survey of Organizations (see Taylor and Bowers, 1972), the survey is primarily designed to assess the perceptions of personnel within an organizational unit.

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Two factor analyses were performed on responses to the HRM survey. The first used responses from 362 naval personnel on the sea survey (Form 9) and the second, from 477 naval personnel on the shore survey (Form 11).

Five factors emerged on both surveys, namely (1) Supervisory Leadership, (2) Work Group Processes, (3) Command Climate, (4) Satisfaction with the Navy as an Occupation, and (5) Equal Opportunity. In addition, Drug and Alcohol Usage emerged as a factor on the sea survey, and Bureaucratic Practices, on the shore survey.

Eight indices are heterogeneous, in the sense that they measure several factors. Three indices fail to load high on any major factor.

The Supervisory Leadership factor has been supported in this analysis as being appropriately measured by the items under the Supervisory Leadership dimension. The items from two dimensions, Peer Leadership and Work Group Processes, load high on a single factor and should be incorporated into one dimension labeled Work Group Processes. Several items scattered among various indices load on Command Climate and should be added to this dimension. Two indices could be substituted for current ones; namely, Satisfaction with the Navy as an Occupation and Drug and Alcohol Usage.

It was recommended that Forms 9 and 11 be revised using emerging factors as new dimensions. Items loading on these factors should be included within these dimensions.

FOREWORD

This study was performed in support of the Navy Human Resource Management Support System. It is part of a larger effort which is attempting to determine the impact of the Navy Human Resource Management Support System on several criteria of organizational effectiveness.

Thanks are extended to Edmund D. Thomas who acted as project director for this effort.

J. J. CLARKIN
Commanding Officer

SUMMARY

Problem

The Human Resource Management (HRM) Survey is the principal diagnostic instrument used in the Navy's Human Resource Management Support System. The survey is primarily designed to assess the perceptions of personnel within an organizational unit in six major dimensions: (1) Command Climate, (2) Supervisory Leadership, (3) Peer Leadership, (4) Work Group Processes, (5) Outcome Measures, and (6) HRM Program Areas. Also, the survey includes general and training items.

The present HRM Survey (Forms 9 and 11--Sea and Shore Version) was developed from a survey revision conference held in September 1974. Since that time, questions have arisen regarding item relevance and wording and the internal validity of the forms.

Purpose

The purpose of the present study was to more thoroughly examine the instrument's content and structure through factor analysis.

Approach

Two factor analyses were performed on the HRM Survey. The first used the responses from 362 naval personnel on the sea survey (Form 9) and the second from 477 naval personnel on the shore survey (Form 11).

Both factor analyses employed the image factoring method using the SPSS factor analysis program. Squared multiple-correlation coefficients were placed in the diagonals of the correlation matrix to serve as communality estimates and the program stopped entering factors when eigenvalues were less than 1.0. A varimax rotation was then performed using the resulting factors.

Findings

Five factors emerged on both surveys, namely, (1) Supervisory Leadership, (2) Work Group Processes, (3) Command Climate, (4) Satisfaction with the Navy as an Occupation, and (5) Equal Opportunity. In addition, Drug and Alcohol Usage emerged as a factor on the sea survey, whereas Bureaucratic Practices emerged as a factor on the shore survey.

Eight indices are heterogeneous (Communications Flow, Motivation, Satisfaction, Integration of Men and Mission, General, Equal Opportunity, Drug Abuse, and Alcoholism Prevention) in the sense that they measure or load on several major factors. Three indices (Lower Level Influence, Training, and Community Interrelationships) fail to load high on any major factor.

The Supervisory Leadership factor has been supported in this analysis as being appropriately measured by the items under the Supervisory Leadership dimension. The items from two dimensions, Peer Leadership and Work Group Processes, load high on a single factor, Work Group Processes. Several items scattered among various dimensions load high on Command Climate. The factor Satisfaction with the Navy as an Occupation was also measured by items throughout the survey. On Form 11, items in the Drug Abuse and Alcoholism Prevention indices load on Drug and Alcohol Usage.

Conclusion

Results suggest that about 15 to 20 percent of the present HRM Survey items do not assess principal areas of concern to unit crew members and the HRM Support system.

Recommendations

Forms 9 and 11 should be revised, using emerging factors as new dimensions. Items loading on these factors should be included within these dimensions. Further analyses should be performed to redefine the indices within each dimension. Using the results of these factor analyses, future studies may be performed to assign factor scores to individual respondents. While the present index scores measure factors, they also include unmeasurable error. Factor scores, on the other hand, can more closely approximate "true" measurements than current index scores. Thus, rather than considering index scores as independent predictors or diagnostic variables, analyses could be based on the six primary factor scores. These six factor scores contribute to the primary variability among respondents and can, therefore, be used beneficially by the HRM Centers to diagnose or characterize the source of organizational climate difficulties. In addition, factor scores can be used as a research tool to determine which aspects of the supervisors or commands, for example, contribute to variability among respondents and to determine relationships between perceptions of organizational climate and such characteristics as team performance.

CONTENTS

LIST OF TABLES

INTRODUCTION

Problem

A central component of the Navy's Human Goals Plan is the Human Resource Management (HRM) Program, which is designed to directly assist commands through survey-guided development. The principal diagnostic instrument used in the HRM Program is the HRM Survey, fleet and shore versions.

The HRM Survey represents a modification of the Survey of Organizations (SOO), developed by the University of Michigan's Institute for Social Research (ISR) (Taylor and Bowers, 1972). The HRM Survey fleet and shore versions currently in operational use are Forms 9 and 11, respectively.[1] Copies of these forms are presented in Appendices A and B. They were developed as the product of a survey revision conference held in September 1974 and were implemented in early 1975.

Forms 9 and 11 contain 82 and 73 items, respectively, relating to six major dimensions: (1) Command Climate, (2) Supervisory Leadership, (3) Peer Leadership, (4) Work Group Processes, (5) Outcome Measures, and (6) HRM Program Areas. In addition, each contains six miscellaneous items. The basic survey dimensions, the indices hypothesized to constitute each dimension, and the number of items within each index are presented in Table 1. See Appendix C for descriptions of all the indices.

Since the implementation of the current HRM Survey Forms, a number of questions have arisen regarding item relevance and wording and the internal validity of the forms. Jerome Franklin of ISR, after examining the organizational behavior aspects of Form 9, suggested a number of modifications[2] which are summarized below:

1. Command Climate

a. Since items 2 and 3 under the Communications Flow index appear to be related more to the immediate supervisor than to the command, they should be reworded to change the referent.

b. Since the three items in the Motivation index are more individually based than appropriate for Command Climate items, they should be removed from that dimension and possibly retained as a separate index.

c. Since item 13 under the Human Resource Emphasis index is subject to confusion, it should be eliminated.

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[1] HRM Survey Forms 10 and 12 are identical to Forms 9 and 11, respectively, except that they include 10 additional overseas items.

[2] Personal communication to Ed Thomas August 1, 1975.

Table 1

Hypothesized Structure of Navy HRM Survey (Forms 9 and 11)

Primary Dimension	Component Indices	Number of Items Form 09 (Sea)		Number of Items Form 11 (Shore)	
Command Climate	Communications Flow	3		3	
	Decision Making	3		3	
	Motivation	3		3	
	Human Resource Emphasis	4		4	
	Lower Level Influence	2		2	
			15		15
Supervisory Leadership	Support	4		4	
	Teamwork	2		2	
	Goal Emphasis	2		2	
	Work Facilitation	3		3	
			11		11
Peer Leadership	Support	3		3	
	Teamwork	4		4	
	Work Facilitation	2		2	
	Problem Solving	3		3	
			12		12
Work Group Processes	Coordination	4		4	
	Readiness	3		-	
	Bureaucratic Practices	-		3	
	Discipline	2		2	
			9		9
Outcome Measures	Satisfaction	7		7	
	Integration of Men and Mission	2		2	
			9		9
Miscellaneous	Training	3		3	
	General	3		3	
			6		6
HRM Program Areas	Equal Opportunity	11		11	
	Drug Abuse	3		2	
	Alcoholism Prevention	5		4	
	Community Interrelationships	7		-	
			26		17
			88		79

Note. Survey Forms 10 and 12 are identical to Forms 9 and 11, respectively, except that they include 10 additional overseas items.

2. Peer Leadership

Consideration should be given to consolidating the four indices under this dimension into three indices.

3. Outcome Measures

Consideration should be given to including the Integration of Men and Mission index in the Command Climate dimension.

Purpose

The purpose of this study was to examine the content and structure of Forms 9 and 11 of the HRM Survey to determine whether further modifications should be made.

Background

In two previous efforts, the HRM Survey was studied by grouping the items on theoretical grounds and then performing either a factor analysis (Harman, 1967) or Smallest Space Analysis (SSA) (Guttman, 1968) within each group of items.

Factor analysis is a statistical technique used to determine the principal components, or factors, being measured by a set of variables or items. At each successive step in this procedure, a factor is added to the model. The percentage of variance accounted for by the addition of this factor, as well as the cumulative percentage of variance accounted for, provides an indication of the number of factors that should be included in the model. In addition, the number of items that measure each factor is of interest. Factors which are measured by only a few items contribute little to the overall sensitivity of an instrument, whereas factors that are measured by many items are likely to be major components of that form. From such an analysis, the "loadings" on the factors for each item are determined, and from inspection of the items, the researcher is able to label or name the factors. Also, the higher the loading of an item on a particular factor, the stronger its association to the component being measured.

Smallest Space Analysis is a technique which clusters or scales items on surveys and related instruments into indices on the basis of similarity. It differs from factor analysis in two major ways: (1) the data need not be intervally scaled (i.e., equal units between possible response options), as is required in factor analysis, and (2) the final representation of items grouping requires fewer dimensions to represent the data and thus is more visually interpretable.

In the first study, Drexler (1974) grouped together items having a common referent, e.g., supervisor, work group, command, and then performed an SSA on each grouping. From the results of the analyses, the indices within

groups were developed and, in large part, subsequently became the indices appearing on Forms 9 through 12 of the current HRM Survey. In the second study, Wilcove (1976) also grouped items within each specified dimension. Because groups having common referents (e.g., the command, supervisor, or work group) comprise a given dimension, results from this second study were similar to the first. The major difference in Wilcove's study was the use of factor analysis of the items in a given dimension rather than Smallest Space Analysis. In neither investigation was an analysis performed on the entire aggregate of 88 sea survey items or 79 shore survey items. However, such analysis techniques are of some value in determining the principal factors which are being measured by the survey, while concomitantly identifying items that may not contribute optimally to the diagnostic value of the survey.

PROCEDURE

The present study involved performing two separate factor analyses on the responses in all items in the HRM Survey, Forms 9 and 11. The HRM data bank consists of responses of 160,000 naval personnel responding to either the sea or shore survey. Two random samples were selected from this data set. The first consisted of responses from 362 respondents to the 88 items (no overseas questions) presently configured as Form 9 of the HRM Survey; the second, from 477 respondents to the 79 items presently configured as Form 11.

Both factor analyses employed the image factoring method using the Statistical Package in the Social Sciences (SPSS) factor analysis program. Squared multiple-correlation coefficients were placed in the diagonals of the correlation matrix to serve as communality estimates and the program stopped entering factors when eigenvalues were less than 1.0. A varimax rotation was then performed using the resulting factors (Harman, 1967; Kaiser, 1963).

As shown in Table 1, all items under the Command Climate, Supervisory Leadership, Peer Leadership, Outcome Measures, and Miscellaneous dimensions are included in both surveys. However, under the Work Group Processes dimension, the second index in the sea survey is that on Work Group Readiness while the second index in the shore survey relates to Bureaucratic Practices. The Drug Abuse index includes 3 and 2 items on the sea and shore surveys, respectively, while the Alcoholism Prevention index includes 5 and 4 items, respectively. Finally, the sea survey includes a Community Interrelations index (7 items), which is not included on the shore survey. Because the contents of the two surveys are slightly different, it would be expected that somewhat different factor structures would be obtained through the factor analyses.

RESULTS AND DISCUSSION

Emerging Factors

The factor analyses yielded a total of 52 factors on the sea survey (Form 9) and 46 on the shore survey (Form 11). However, in either analysis, only six factors, which were each measured by more than two items and which accounted for approximately 60 percent of the total variance, could be considered as major sources of variance. These factors are shown in Table 2.

It is interesting to note that five factors, i.e., Supervisory Leadership, Work Group Processes, Command Climate, Satisfaction with the Navy, and Equal Opportunity, emerged in both surveys, although in a slightly different order. The first three of these factors support the fundamental assumptions underlying the dimensions postulated to exist based on research with the SOO; the other two emerged from satisfaction and problem-oriented items developed specifically for the HRM Survey. The sixth factor on Form 9, Drug and Alcohol Usage, reflects the greater number of pertinent items on the sea survey (eight vs. six items). The sixth factor on Form 11, Bureaucratic Practices, reflects a set of items (index) unique to the shore survey.

Table 2 shows that Supervisory Leadership accounts for the largest percentage of variance on Form 9 (37.3%) and the second largest on Form 11 (6.9%). This suggests that the HRM Survey is most sensitive to variations in leadership behaviors, which appear to contribute substantially to differences in perceptions of respondents. From a more practical standpoint, this indicates that the leadership/management styles of supervisors vary considerably and that change in this area could affect perceptions of adequate supervision.

Factor Loadings

Tables 3 and 4 indicate how items within Forms 9 and 11 loaded on the six emergent factors. Only factor loadings of .35 or above are identified. (The loadings and content of items within the emerging factors are provided in Appendix D.)

From Tables 3 and 4, it can be seen that eight indices (i.e., Communications Flow, Motivation, Satisfaction, Integration of Men and Mission, General, Equal Opportunity, Drug Abuse, and Alcoholism Prevention) are heterogeneous, in the sense that they measure or load on several factors. Three of the indices (i.e., Lower Level Influence, Training, and Community Interrelationships) fail to load high on any of them. Thus, these indices should be interpreted with caution since the results of the analysis did not verify that they measure what their title suggests or that they assess single areas of significant importance to overall unit effectiveness or performance.

Table 2

Factors Emerging as Major Sources of Variance

Factor	Percent of Variance Accounted for	Percent of Explained Variance	Cumulative Percent of Variance Accounted for
Sea Survey Analysis (Form 9)			
Supervisory Leadership	37.3	62.5	37.3
Work Group Processes	8.6	14.4	45.9
Command Climate	6.2	10.4	52.1
Drug and Alcohol Usage	2.9	4.8	55.0
Satisfaction with the Navy As an Occupation	2.5	4.2	57.5
Equal Opportunity	2.2	3.7	59.7
Shore Survey Analysis (Form 11)			
Work Group Processes	40.9	65.8	40.9
Supervisory Leadership	6.9	11.1	47.8
Satisfaction with the Navy as an Occupation	5.4	8.7	53.2
Equal Opportunity	3.4	5.5	56.6
Command Climate	3.1	5.0	59.7
Bureaucratic Practices	2.4	3.9	62.1

Table 3

Factor Loadings of .35 or Above for Items in HRM Sea Survey (Form 9)

Dimension	Component Indices	Item	Supervisory Leadership	Work Group Processes	Command Climate	Satisfaction with Navy	Equal Opportunity	Drug & Alcohol Usage
Command Climate	Communications Flow	01			.41			
		02	.37					
		03	.45		.43			
	Decision Making	04			.56			
		05			.61			
		06			.55			
	Motivation	07			.51			
		08				.35		
		09	No Loading					
	Human Resource Emphasis	10			.65			
		11			.60			
		12			.59			
		13			.45			
	Lower Level Influence	14	No Loading					
		15	No Loading					
Supervisory Leadership	Supervisory Support	16	.71					
		17	.80					
		18	.79					
		19	.74					
	Supervisory Teamwork	20	.77					
		21	.76					
	Supervisory Goal Emphasis	22	.71					
		23	.72					
	Supervisory Work Facilitation	24	.77					
		25	.68					
		26	.70					
Peer Leadership	Peer Support	27		.58				
		28		.61				
		29		.65				
	Peer Teamwork	30		.71				
		31		.69				
		32		.69				
		33		.67				
	Peer Work Facilitation	34		.69				
		35		.61				
	Peer Problem Solving	36		.72				
		37		.68				
		38		.67				
Work Group Processes	Work Group Coordination	39		.67				
		40		.72				
		41		.50				
		42		.60				
	Work Group Readiness	43		.35				
		44		.48				
		45		.57				
	Work Group Discipline	46		.44				
		47		.38				

Table 3 (continued)

Dimension	Component Indices	Item	Supervisory Leadership	Work Group Processes	Command Climate	Satisfaction with Navy	Equal Opportunity	Drug & Alcohol Usage
Outcome Measures	Satisfaction	48		.64				
		49	.78					
		50				.49		
		51			.63			
		52				.56		
		53				.56		
		54				.44		
	Integration of Men & Mission	55			.48			
		56			.64			
Miscellaneous	Training	57	No Loading					
		58	No Loading					
		59	No Loading					
	General	60	.63					
		61	.64					
		62			.48			
HRM Program Areas	Equal Opportunity	63			.36			
		64					.63	
		65			.36		.48	
		66			.39		.41	
		67			.44		.50	
		68			.46			
		69			.51			
		70			.58			
		71	No Loading					
		72			.45			
		73			.44			
	Drug Abuse	74	No Loading					
		75						.49
		76	.54					.36
	Alcoholism Prevention	77	.54					.40
		78						.52
		79						.63
		80	No Loading					
		81	No Loading					
	Community Interrelationships	82	No Loading					
		83	No Loading					
		84	No Loading					
		85	No Loading					
		86			.43			
		87	No Loading					
		88	No Loading					

Table 4

Factor Loadings of .35 or Above for Items in HRM Shore Survey (Form 11)

Dimension	Component Indices	Item	Supervisory Leadership	Work Group Processes	Command Climate	Satisfaction with Navy	Equal Opportunity	Bureaucratic Practices
Command Climate	Communications Flow	01	No Loading					
		02	.39					
		03	.45					
	Decision Making	04			.54			
		05			.55			
		06	.35		.46			
	Motivation	07			.37	.43		
		08				.60		
		09			.43			
	Human Resource Emphasis	10			.59			
		11			.59			
		12			.55			
		13			.43			
	Lower Level Influence	14	No Loading					
		15			.35			
Supervisory Leadership	Supervisory Support	16	.69					
		17	.77					
		18	.76					
		19	.76					
	Supervisory Teamwork	20	.71					
		21	.68					
	Supervisory Goal Emphasis	22	.65					
		23	.68					
	Supervisory Work Facilitation	24	.67					
		25	.61					
		26	.61					
Peer Leadership	Peer Support	27		.58				
		28		.62				
		29		.58				
	Peer Teamwork	30		.73				
		31		.67				
		32		.70				
		33		.67				
	Peer Work Facilitation	34		.69				
		35		.61				
	Peer Problem Solving	36		.69				
		37		.65				
		38		.71				
Work Group Processes	Work Group Coordination	39		.71				
		40		.68				
		41		.58				
		42		.65				
	Bureaucratic Practices	43						.68
		44						.77
		45						.71
	Work Group Discipline	46		.47				
		47		.52				

Table 4 (continued)

Dimension	Component Indices	Item	Supervisory Leadership	Work Group Processes	Command Climate	Satisfaction with Navy	Equal Opportunity	Bureaucratic Practices
Outcome Measures	Satisfaction	48		.59				
		49	.72					
		50				.65		
		51				.43		
		52				.41		
		53				.39		
		54				.61		
	Integration of Men & Mission	55				.35		
		56				.36		
Miscellaneous	Training	57	No Loading					
		58	No Loading					
		59	No Loading					
	General	60	.57					
		61	.62					
		62			.43			
HRM Program Areas	Equal Opportunity	63	No Loading					
		64	No Loading					
		65					.55	
		66					.49	
		67					.56	
		68					.59	
		69			.36		.35	
		70					.38	
		71			.46			
		72			.49			
		73			.41			
	Drug Abuse	74	No Loading					
		75	.43					
	Alcoholism Prevention	76	.51					
		77	No Loading					
		78	No Loading					
		79	No Loading					

Findings relative to the various dimensions are discussed below.

Command Climate

Communications Flow. As Franklin has suggested, respondents to items 2 and 3 may well have referred to the immediate supervisor rather than the command. Indeed, items 2 and 3 on both surveys load high on Supervisory Leadership. Items 1 and 3 of Form 9 load high on Command Climate. On Form 11, item 1 does not load on any factor and no other factor was measured by the items in the Communications Flow index. It appears that item 2 should either be scored on the Supervision Leadership dimension or be rewritten with a clearer command referent.

Decision Making. All decision-making items on both surveys load high on the Command Climate factor. Item 6 on Form 11 also loads slightly on the Supervisory Leadership factor. This item asks to what extent people who are affected by decisions are asked about those decisions. It may be that personnel assigned to shore stations assume that the supervisor is the referent more than personnel assigned to sea stations.

Motivation. Franklin expressed concern regarding the appropriateness of classifying the motivation items under Command Climate. Only item 7 loads high on the Command Climate factor on both surveys. Item 8, which asks whether the respondent feels his duties are enhancing his career, loads high only on Satisfaction with the Navy as an Occupation on both surveys. Item 9 asks whether respondents feel that work group members who contribute the most are rewarded the most. The referent is not explicit. As a result, the item loads on the Command Climate factor on Form 11 but does not load high on any of the six major factors on Form 9. It appears that item 8 could be taken out of the Command Climate dimension and put under the appropriate dimension. Item 9 could be rewritten with a more clearly defined command referent.

Human Resource Emphasis. Although Franklin suggested eliminating item 13 from this index, all items load high on the Command Climate factor on both surveys.

Lower Level Influence. Item 14 fails to load high on any of the six factors, and item 15 loads only .35 on Command Climate only on the shore survey. Both items refer to either lower level supervisors or non-supervisory personnel. Quite possibly respondents may not perceive these people as either contributing to Command Climate or having much influence on processes within the larger organization.

Supervisory Leadership

All items in all indices load high on Supervisory Leadership on both surveys.

Peer Leadership and Work Group Processes

Since every item in the Peer Leadership dimension refers to members of the work group, it is not surprising that all items in the Peer Leadership dimension and all items under three of the four indices in the Work Group Processes dimension load high on the Work Group Processes factor. The three items in the Bureaucratic Practices index (shore survey only) naturally load high on the Bureaucratic Practices factor.

Outcome Measures

Satisfaction. This index consists of seven items tapping a range of factors. Item 48, concerning satisfaction with the work group, loads high on both surveys on the Work Group Processes factor. Item 49, concerning satisfaction with the supervisor, loads high on both surveys on the Supervisory Leadership factor. Items 50, 52, 53, and 54, which refer to satisfaction with the respondent's job, progress, and self-worth, load high on Satisfaction with the Navy as an Occupation. Item 51, concerning satisfaction with the command, loads high on the Command Climate factor in the sea survey and on the Satisfaction factor in the shore survey. This may reflect the different perceptions of sea and shore respondents. The seven items in this index should be included in the appropriate dimensions.

Integration of Men and Mission. Both items in the index load high on the Command Climate factor on the sea survey. However, on the shore survey, both items load on Satisfaction with the Navy as an Occupation. The loading on the sea survey supports Franklin's suggestion to include this index in the Command Climate dimension. However, since sea and shore stations have different missions, it probably should be included under this dimension on the sea survey only.

Miscellaneous

Training. None of the training items in either survey load high on any of the six emergent factors. Thus, the labels assigned to these factors apparently do not relate directly to training, although HRMC/D consultants have generally observed these items as being pertinent to training in the unit.

General. On both surveys, items 60 and 61, which refer to the supervisor, load high on Supervisory Leadership, and item 62, which refers to "people at high levels," loads high on Command Climate, indicating that respondents are using higher levels in the chain of command as referents. It appears that the referent could be made more explicit.

HRM Program Areas

Equal Opportunity. On the sea survey, items 63, 65-70, and 72-73 load high on Command Climate, indicating that the referent for these items is the command. The two items (64 and 71) not loading on this factor concern equal opportunity for advancement in rate/rank and sex discrimination. Apparently, sea respondents do not perceive of the command as having influence on advancement rates, since these are based on Navywide competition.

On the shore survey, items 69 and 71-73 (comparable to items 68, 70, 72, and 73 on the sea survey) load high on Command Climate. These items concern fairness in performance evaluations, discipline, and work assignments, as well as absence of favoritism in the organization. Items 63, 65-67, and 69 (comparable to 63, 66-68, and 70 on the sea survey), which concern race discrimination, fair job assignments, housing, education and training, and recreation, respectively, do not load on the Command Climate factor. It is quite possible that respondents do not perceive the command as being sensitive to such problems at shore stations, which include both military and civilian employees.

Items 64-67 on the sea survey (and the corresponding items 65-68 on the shore survey) load on Equal Opportunity. However, items concerning fair performance evaluation and recreation (68 and 69 vs. 69 and 70) measure Equal Opportunity for shore respondents only. Items 65-67 on the sea survey and item 69 on the shore survey load on two factors and should not be included in either dimension.

Interestingly, item 71 on the sea survey and item 64 on the shore survey (willingness to talk about sex discrimination) fail to load high on any of the six factors. Apparently, respondents don't feel that this issue relates to them or their job advancement, assignment, or evaluation. Quite possibly, the small number of women working on integrated assignments also reduces the likelihood of this item loading on Equal Opportunity.

Drug Abuse. Item 74, which involves only an understanding of the reasons contributing to drug abuse, fails to load on any factor in either survey. Item 75 on the sea survey (Form 9), which concerns how much work group members discourage drug abuse and has no corresponding item in the shore survey (Form 11), loads high on the Drug and Alcohol Usage factor. Corresponding items 76 and 75 on Forms 9 and 11, respectively, refer to supervisory help with drug problems and, as expected, load on Supervisory Leadership. Also, item 76 on Form 9 (but not item 75 on Form 11) loads on Drug and Alcohol Usage.

Alcoholism Prevention. On Form 9, items 77, 78, and 79, which refer to the supervisor, command, and work group members, respectively, load high on the Drug and Alcohol Usage factor. Item 77 also loads on Supervisory

Leadership, as its referent would suggest, but items 78 and 79 do not load on any other factor. Items 80 and 81, regarding providing alternatives to alcohol use and the work group's acceptance of a recovered alcoholic, fail to load on any factor.

Probably because there are fewer items on Form 11 under this index, the Drug and Alcohol Usage factor did not emerge on this form. However, item 76, along with the corresponding item 77 on Form 9, did load on Supervisory Leadership. Items should either be altered in or added to Form 11 to ensure that it is sensitive to the unique problems of civilians and military on shore stations.

Community Interrelationships. This index appears only on the sea survey, Form 9. Item 86, regarding the availability of information to assist in adjusting to living in an area, loads high on Command Climate, which suggests that information on adjusting to specific communities is perceived by the respondents as the command's responsibility rather than the Navy's. No other items in this index loaded on any of the emerging factors. Thus, they must have clearer referents, if they are to be considered elements of these factors.

CONCLUSION

The results of these factor analyses support many of Franklin's suggestions concerning the relevance of certain items in the specified dimensions and concerning the referents used. This analysis suggests that about 15 to 20 percent of the present HRM Survey items do not assess principal areas of concern to unit crew members and the HRM Support system. Quite possibly other issues, such as unit habitability and Navywide policies regarding assignment, classification, advancement, etc., should be considered for inclusion in the HRM Survey. Feedback to policy makers on these important issues could materially affect policies and practices in these areas.

RECOMMENDATIONS

It is recommended that Forms 9 and 11 be revised, using the factors that emerged from factor analysis as new dimensions. Items that loaded on these factors, rewritten as required to reflect proper referents, should be included under these dimensions, as indicated on Table 5. Further analyses should be performed to redefine the indices within each dimension. With the results of these factor analyses, future studies may assign factor scores to individual respondents. While the present index scores measure factors, they also include unmeasurable error. Factor scores, on the other hand, can more closely approximate "true" measurements than current index scores. Thus, rather than considering index scores as independent predictor or diagnostic variables, analyses could be based on the six primary factor scores. These six factor scores contribute to the primary variability among respondents and can, therefore, be used beneficially by the HRM Centers to diagnose or characterize the source of organizational climate difficulties. In addition, factor scores can be used as a research tool to determine which aspects of the supervisors or commands, for example, contribute to variability among respondents and to determine relationships between perceptions of organizational climate and such characteristics as team performance.

Table 5

Recommended Structure of Revised HRM Survey (Forms 9 and 11)

Dimension	Component Items	Position in Current Survey Forms	Total Items Form 9	Total Items Form 11
Supervisory Leadership	2,3	Communications Flow Index, Command Climate	2	2
	16-26	Supervisory Leadership Indices	11	11
	49	Satisfaction Index, Outcome Measures	1	1
	60,61	General Index, Miscellaneous	2	2
	75,76 (Form 11)	Drug Abuse Index, Social Problems and Processes	-	2
			16	18
Work Group Processes	27-38	Peer Leadership Indices	12	12
	39-42	Work Group Coordination Index, Work Group Processes	4	4
	43-45 (Form 9)	Work Group Readiness Index, Work Group Processes	3	-
	46,47	Work Group Discipline Index, Work Group Processes	2	2
	48	Satisfaction Index, Outcome Measures	1	1
			22	19
Command Climate	1	Communications Flow Index, Command Climate	1	1
	4-6	Decision Making Index, Command Climate	3	3
	7,9	Motivation Index, Command Climate	2	2
	10-13	Human Resource Emphasis Index, Command Climate	4	4
	14,15	Lower Level Influence Index, Command Climate	2	2
	51 (Form 9)	Satisfaction Index, Outcome Measures	1	-
	55,56 (Form 9)	Integration of Men and Mission Index, Outcome Measures	2	-
	62	General Index, Miscellaneous	1	1
	63,68-70, 72, 73, (Form 9)	Equal Opportunity Index, Social Problems and Processes	6	-
	69,71-73 (Form 11)	Equal Opportunity Index, Social Problems and Processes	-	4
	86 (Form 9)	Community Interrelationships, Social Problems and Processes	1	-
			23	17

Table 5 (Continued)

Dimension	Component Items	Position in Current Survey Forms	Total Items Form 9		Total Items Form 11	
Satisfaction With Navy as an Occupation	8	Motivation Index, Command Climate	1		1	
	50,52-54 (Form 9)	Satisfaction Index, Outcome Measures	4		-	
	50-54 (Form 11)	Satisfaction Index, Outcome Measures	-		5	
	55,56 (Form 11)	Integration of Men and Mission, Outcome Measures	-		2	
				5		8
Equal Opportunity	64-67 (Form 9)	Equal Opportunity, Social Problems and Processes	4		-	
	65-68,70 (Form 11)	Equal Opportunity, Social Problems and Processes	-		5	
				4		5
Drug and Alcohol Usage	75,76 (Form 9)	Drug Abuse Index, Social Problems and Processes	2		-	
	77-79 (Form 9)	Alcoholism Prevention Index, Social Problems	3		-	
				5		-
Bureaucratic Practices	43-45 (Form 11)	Bureaucratic Practices Index, Work Group Processes	-		3	
				-		3
Miscellaneous	57-59	Training Index, Miscellaneous	3		3	
	63,64 (Form 11)	Equal Opportunity Index, Social Problems	-		2	
	71 (Form 9)	Equal Opportunity Index, Social Problems	1		-	
	74	Drug Abuse Index, Social Problems	1		1	
	77-79 (Form 11)	Alcholism Prevention Index, Social Problems	-		3	
	80,81 (Form 9)	Alcoholism Prevention Index, Social Problems	2		-	
	82-85,87,88 (Form 9)	Community Interrelationships Index, Social Problems	6		-	
				13		9
TOTAL				88		79

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NAVY HUMAN RESOURCE MANAGEMENT SURVEY

The Navy is highly interested in improving the overall conditions within its commands, promoting individual command excellence, and increasing the satisfaction of personnel toward Navy life. Areas of particular concern include leadership, equal opportunity, race relations, training and utilization of people, motivation and morale, good order and discipline, communications, concern for people, drug and alcohol abuse, and interaction with peoples of other countries.

This survey is intended to provide information that can be used to decide the areas to receive greatest emphasis in the future, both within your command and the Navy in general. If the results are to be helpful, it is important that you answer each question as thoughtfully and frankly as possible. This is not a test; there are no right or wrong answers.

The completed questionnaires will be processed by automated equipment which will summarize the answers in statistical form. Your individual answers will remain strictly confidential, since they will be combined with those of many other persons.

Report Symbol BuPers 5314-6
Process Control No. 09

Department of the Navy

Bureau of Naval Personnel

Research and Evaluation Division (Pers-65)

November 1974

INSTRUCTIONS

1. All questions can be answered by filling in appropriate spaces on the answer sheet. If you do not find the exact answer that fits your case, use the one that is closest to it.
2. Remember, the value of the survey depends upon your being straightforward in answering this questionnaire. Your answer sheets are forwarded directly to the computer center and no one from your command will see them.
3. The answer sheet is designed for automatic scanning of your responses. Questions are answered by marking the appropriate answer spaces (====) on the answer sheet, as illustrated in this example:

   Q. To what extent does your supervisor encourage people to give their best effort ?

To a very little extent	To a little extent	To some extent	To a great extent	To a very great extent
====	====	====	▬▬	====
			ANSWER	

4. Please use a soft pencil, and observe carefully these important requirements:
   - Make heavy black marks that fill the spaces.
   - Erase cleanly any answer you wish to change.
   - Make no stray markings of any kind.
5. *Questions about "this command" refer to the ship, squadron or similar operational unit to which you are assigned. Questions about "your supervisor" refer to the person to whom you report directly. Questions about "your work group" refer to all those persons who report to the same supervisor as you do.*
6. Below are examples for filling in side 1 of the answer sheet.

   Example A: 11. PAY GRADE:

E	Enlisted		Officer		Warrant		GS		Wage Grade	
	▬▬		====		====		====		====	
5	=1=	=2=	=3=	=4=	▬▬	=6=	=7=	=8=	=9=	=10=
	=11=	=12=	=13=	=14=	=15=	=16=	=17=	=18=	=19=	=20=

   Example B: 13. What is your rating designation (EX. BM, ADR, SD) ? If your rating contains only two letters use the upper two boxes.

E	=A=	=B=	=C=	=D=	▬▬	=F=	=G=	=H=	=I=
	=J=	=K=	=L=	=M=	=N=	=O=	=P=	=Q=	=R=
		=S=	=T=	=U=	=V=	=W=	=X=	=Y=	=Z=
T	=A=	=B=	=C=	=D=	=E=	=F=	=G=	=H=	=I=
	=J=	=K=	=L=	=M=	=N=	=O=	=P=	=Q=	=R=
		=S=	▬▬	=U=	=V=	=W=	=X=	=Y=	=Z=
R	=A=	=B=	=C=	=D=	=E=	=F=	=G=	=H=	=I=
	=J=	=K=	=L=	=M=	=N=	=O=	=P=	=Q=	▬▬
		=S=	=T=	=U=	=V=	=W=	=X=	=Y=	=Z=

1. Is the amount of information you get about what is going on in other departments or watch sections adequate to meet your needs ?

2. To what extent are you told what you need to know to do your job in the best possible way ?

3. How receptive are those above you to your ideas and suggestions ?

4. Decisions are made in this command at those levels where the most adequate information is available.

5. Information is widely shared in this command so that those who make decisions have access to available know-how.

6. When decisions are being made, to what extent are the people affected asked for their ideas ?

7. To what extent do you feel motivated to contribute your best efforts to the command's mission and tasks ?

8. Do you regard your duties in this command as helping your career ?

9. Work group members who contribute the most are rewarded the most.

10. To what extent does this command have a real interest in the welfare and morale of assigned personnel ?

11. To what extent are work activities sensibly organized in this command ?

12. This command has clear-cut, reasonable goals and objectives that contribute to its mission.

13. I feel that the workload and time factors are adequately considered in planning our work group assignments.

14. In general, how much influence do lowest level supervisors (supervisors of non-supervisory personnel) have on what goes on in your department ?

15. In general, how much influence do non-supervisory personnel have on what goes on in your department ?

16. How friendly and easy to approach is your supervisor ?

17. When you talk with your supervisor, to what extent does he pay attention to what you are saying ?

18. To what extent is your supervisor willing to listen to your problems ?

19. My supervisor makes it easy to tell him when things are not going as well as he expects.

20. To what extent does your supervisor encourage the people who work for him to work as a team ?

21. To what extent does your supervisor encourage the people who work for him to exchange opinions and ideas ?

22. To what extent does your supervisor encourage people to give their best effort ?

23. To what extent does your supervisor maintain high personal standards of performance ?

24. To what extent does your supervisor help you to improve your performance ?

25. To what extent does your supervisor provide you with the help you need so you can schedule work ahead of time ?

26. To what extent does your supervisor offer new ideas for solving job related problems ?

27. How friendly and easy to approach are the members of your work group ?

28. When you talk with the members in your work group, to what extent do they pay attention to what you are saying ?

29. To what extent are the members in your work group willing to listen to your problems ?

30. How much do members of your work group encourage each other to work as a team ?

31. How much do members in your work group stress a team goal ?

32. How much do people in your work group encourage each other to give their best effort ?

33. To what extent do people in your work group maintain high standards of performance ?

34. To what extent do members in your work group help you find ways to improve your performance ?

35. To what extent do members of your work group provide the help you need so you can plan, organize and schedule work ahead of time ?

36. To what extent do members of your work group offer each other new ideas for solving job related problems ?

37. Members of my work group take the responsibility for resolving disagreements and working out acceptable solutions.

38. To what extent do people in your work group exchange opinions and ideas ?

39. To what extent does your work group plan together and coordinate its efforts ?

40. To what extent do you have confidence and trust in the members of your work group ?

41. To what extent is information about important events widely exchanged within your work group ?

42. To what extent does your work group make good decisions and solve problems well ?

43. To what extent has your work group been adequately trained to handle emergency situations ?

44. My work group performs well under pressure or in emergency situations.

45. My work group can meet day to day mission requirements well.

46. The members of my work group reflect Navy standards of military courtesy, appearance and grooming.

47. I feel that Navy standards of order and discipline are maintained within my work group.

Questions 48 through 53 are answered, on the answer sheet, as shown below.

Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Fairly Satisfied	Very Satisfied
- - -	- - -	- - -	- - -	- - -
- - -	- - -	- - -	- - -	- - -

48. All in all, how satisfied are you with the people in your work group ?

49. All in all, how satisfied are you with your supervisor ?

50. All in all, how satisfied are you with your job ?

51. All in all, how satisfied are you with this command, compared to most others ?

52. All in all, how satisfied do you feel with the progress you have made in the Navy, up to now ?

53. How satisfied do you feel with your chance for getting ahead in the Navy in the future ?

54. Does your assigned work give you pride and feelings of self-worth ?

55. To what extent is your command effective in getting you to meet its needs and contribute to its effectiveness ?

56. To what extent does your command do a good job of meeting your needs as an individual ?

57. I have been adequately trained to perform my assigned tasks.

58. To what extent has this command trained you to accept increased leadership ?

59. To what extent has this command trained you to accept increased technical responsibility ?

60. Our supervisor gives our work group credit for good work.

61. To what extent does your supervisor attempt to work out conflicts within your work group ?

62. People at higher levels of the command are aware of the problems at my level.

63. In my chain of command there is a willingness to talk about racial issues.

64. To what extent does this command ensure that you have equal opportunity for advancement in rate/rank ?

65. To what extent does this command ensure that you have equal opportunity for job assignment ?

66. To what extent does this command ensure that you have equal opportunity for housing ?

67. To what extent does this command ensure that you have equal opportunity for education and training ?

68. To what extent does this command ensure that you receive a fair and objective performance evaluation ?

69. To what extent does this command ensure that you have equal opportunity for recreation ?

70. To what extent is military justice administered fairly throughout this command ?

71. In my chain of command there is a willingness to talk about sex discrimination issues.

72. In this command work assignments are fairly made.

73. People in this command discourage favoritism.

74. To what extent do you understand the reasons contributing to the abuse of drugs ?

75. To what extent do members of your work group discourage drug abuse ?

76. My supervisor can be depended upon to respond helpfully and appropriately to personnel with drug problems.

77. To what extent would you feel free to talk to your supervisor about an alcohol problem in your work group ?

78. To what extent does this command promote attitudes of responsibility towards the use of alcoholic beverages ?

79. To what extent do members of your work group discourage the abuse of alcoholic beverages ?

80. To what extent does this command provide alternatives to the use of alcohol at command functions ?

81. To what extent would your work group accept and support a recovered alcoholic ?

82. Do members of your work group care about the image they project when ashore in this area ?

83. Do you consider the effect of your behavior on how people of this area view Navy personnel ?

84. To what extent do you expect to be fairly dealt with while spending money in this area ?

85. To what extent do you feel you have sufficient understanding of the people and customs of this area to get along in this community ?

86. To what extent has information been provided to assist you and/or your family to adjust to living in this area ?

87. Do you have a good understanding of your personal role as a representative of the U. S. when overseas ?

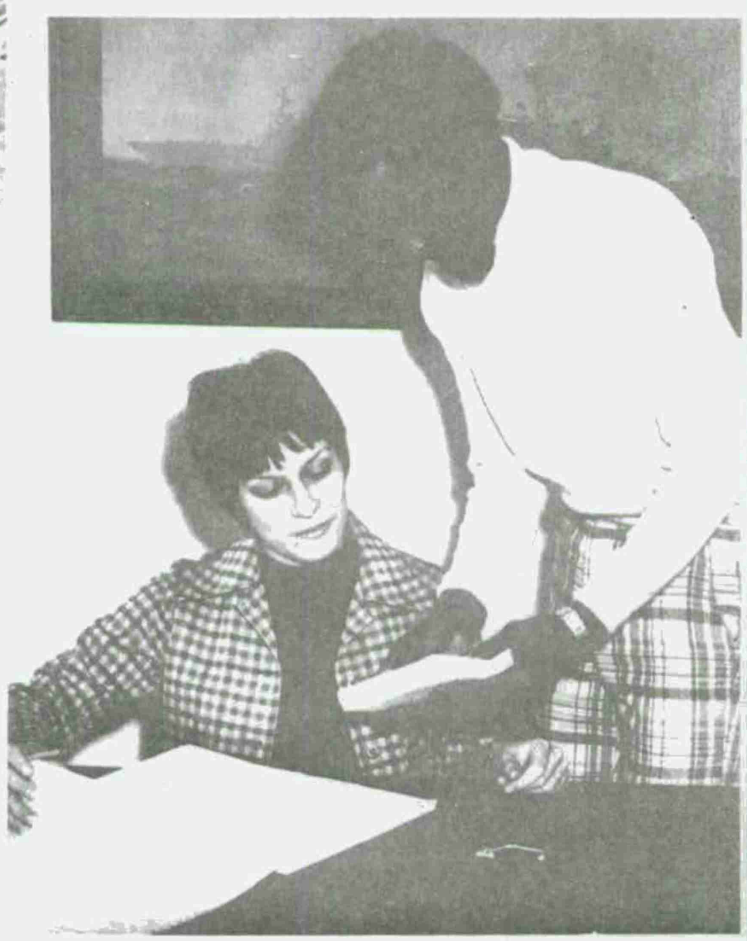
88. Do members of your work group look forward to visiting foreign countries ?

APPENDIX B

HRM SURVEY FORM 11
(SHORE)

NAVY (SHORE) HUMAN RESOURCE MANAGEMENT SURVEY

The Navy is highly interested in improving the overall conditions within its commands, promoting individual command excellence, and increasing the satisfaction of personnel toward Navy life. Areas of particular concern include leadership, equal opportunity, race relations, training and utilization of people, motivation and morale, good order and discipline, communications, concern for people, drug and alcohol abuse, and interaction with peoples of other countries.



This survey is intended to provide information that can be used to decide the areas to receive greatest emphasis in the future, both within your command and the Navy in general. If the results are to be helpful, it is important that you answer each question as thoughtfully and frankly as possible. This is not a test; there are no right or wrong answers.

The completed questionnaires will be processed by automated equipment which will summarize the answers in statistical form. Your individual answers will remain strictly confidential, since they will be combined with those of many other persons.

Report Symbol BuPers 5314-6
Process Control No. 11

Department of the Navy

Bureau of Naval Personnel

Research and Evaluation Division (Pers-65)

January 1975

INSTRUCTIONS

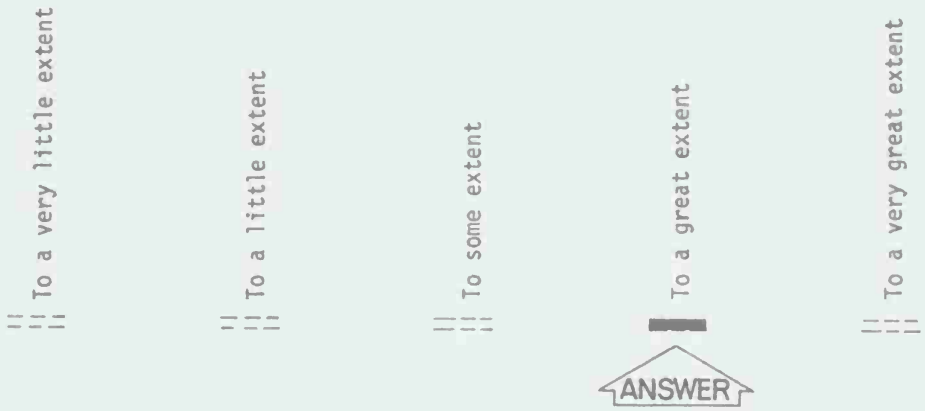
1. All questions can be answered by filling in appropriate answer spaces on the answer sheet. If you do not find the exact answer that fits your case, use the one that is closest to it.

2. Please answer all questions.

3. Remember, the value of the survey depends upon your being straightforward in answering this questionnaire. You will not be identified with your answers.

4. The answer sheet is designed for automatic scanning of your responses. Questions are answered by marking the appropriate answer spaces on the answer sheet, as illustrated in this example:

   Q. To what extent does your supervisor encourage people to give their best effort ?



5. Please use a soft pencil, and observe carefully these important requirements:

   .Make heavy black marks that fill the spaces.

   .Erase cleanly any answer you wish to change.

   .Make no stray markings of any kind.

6. *Questions about "your organization" refer to the activity or command to which you are assigned. Questions about "your supervisor" refer to the person to whom you report directly. Questions about "your work group" refer to all those persons who report to the same supervisor as you do.*

7. Below is an example for filling in side 1 of the answer sheets:

   Grade range (mark one only)
   Class Act:

   GS 1 - 4 ☐☐☐ GS 5 - 9 ▬ GS 10 - 13 ☐☐☐ GS 14 and up ☐☐☐

1. Is the amount of information you get about what is going on in other departments or offices adequate to meet your needs ?

2. To what extent are you told what you need to know to do your job in the best possible way ?

3. How receptive are those above you to your ideas and suggestions ?

4. Decisions are made in this organization at those levels where the most adequate information is available.

5. Information is widely shared in this organization so that those who make decisions have access to available know-how.

6. When decisions are being made, to what extent are the people affected asked for their ideas ?

7. To what extent do you feel motivated to contribute your best efforts to the organization's mission and tasks ?

8. Do you regard your duties in this organization as helping your career ?

9. Work group members who contribute the most are rewarded the most.

10. To what extent does this organization have a real interest in the welfare and morale of assigned personnel ?

11. To what extent are work activities sensibly organized in this organization ?

12. This organization has clear-cut, reasonable goals and objectives that contribute to its mission.

13. I feel that the workload and time factors are adequately considered in planning our work group assignments.

14. In general, how much influence do lowest level supervisors (supervisors of non-supervisory personnel) have on what goes on in your department ?

15. In general, how much influence do non-supervisory personnel have on what goes on in your department ?

16. How friendly and easy to approach is your supervisor ?

17. When you talk with your supervisor, to what extent does he/she pay attention to what you are saying ?

18. To what extent is your supervisor willing to listen to your problems ?

19. My supervisor makes it easy to tell him/her when things are not going as well as he/she expects.

20. To what extent does your supervisor encourage the people who work for him/her to work as a team ?

21. To what extent does your supervisor encourage the people who work for him/her to exchange opinions and ideas ?

22. To what extent does your supervisor encourage people to give their best effort ?

23. To what extent does your supervisor maintain high personal standards of performance ?

24. To what extent does your supervisor help you to improve your performance ?

25. To what extent does your supervisor provide you with the help you need so you can schedule work ahead of time ?

26. To what extent does your supervisor offer new ideas for solving job related problems ?

27. How friendly and easy to approach are the members of your work group ?

28. When you talk with the members in your work group, to what extent do they pay attention to what you are saying ?

29. To what extent are the members in your work group willing to listen to your problems ?

30. How much do members of your work group encourage each other to work as a team ?

31. How much do members in your work group stress a team goal ?

32. How much do people in your work group encourage each other to give their best effort ?

33. To what extent do people in your work group maintain high standards of performance ?

34. To what extent do members in your work group help you find ways to improve your performance ?

35. To what extent do members of your work group provide the help you need so you can plan, organize and schedule work ahead of time ?

36. To what extent do members of your work group offer each other new ideas for solving job related problems ?

37. Members of my work group take the responsibility for resolving disagreements and working out acceptable solutions.

38. To what extent do people in your work group exchange opinions and ideas ?

39. To what extent does your work group plan together and coordinate its efforts ?

40. To what extent do you have confidence and trust in the members of your work group ?

41. To what extent is information about important events widely exchanged within your work group ?

42. To what extent does your work group make good decisions and solve problems well ?

For Questions 43,44, and 45
TO WHAT EXTENT ARE THE FOLLOWING STATEMENTS
TRUE ABOUT THIS ORGANIZATION?

43. I don't get endlessly referred from person to person when I need help.

44. I don't have to go through a lot of "red tape" to get things done.

45. I don't get hemmed in by longstanding rules and regulations that no one seems to be able to explain.

46. The members of my work group reflect appropriate standards of courtesy, appearance and grooming.

47. I feel that appropriate standards of order and discipline are maintained within my work group.

Questions 48 through 53 are answered, on the answer sheet, as shown below.

Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Fairly Satisfied	Very Satisfied
- - -	- - -	- - -	- - -	- - -
- - -	- - -	- - -	- - -	- - -

48. All in all, how satisfied are you with the people in your work group ?

49. All in all, how satisfied are you with your supervisor ?

50. All in all, how satisfied are you with your job ?

51. All in all, how satisfied are you with this organization, compared to most others ?

52. All in all, how satisfied do you feel with the progress you have made in the Navy, up to now ?

53. How satisfied do you feel with your chance for getting ahead in the Navy in the future ?

54. Does your assigned work give you pride and feelings of self-worth ?

55. To what extent is your organization effective in getting you to meet its needs and contribute to its effectiveness ?

56. To what extent does your organization do a good job of meeting your needs as an individual ?

57. I have been adequately trained to perform my assigned tasks.

58. To what extent has this organization trained you to accept increased leadership ?

59. To what extent has this organization trained you to accept increased technical responsibility ?

60. Our supervisor gives our work group credit for good work.

61. To what extent does your supervisor attempt to work out conflicts within your work group ?

62. People at higher levels of the organization are aware of the problems at my level.

63. In my organization there is a willingness to talk about racial issues.

64. In my organization there is a willingness to talk about sex discrimination.

65. To what extent does this organization ensure that you have equal opportunity for advancement in rate/rank/grade ?

66. To what extent does this organization ensure that you have equal opportunity for job assignment ?

67. To what extent does this organization ensure that you have equal opportunity for housing ?

68. To what extent does this organization ensure that you have equal opportunity for education and training ?

69. To what extent does this organization ensure that you receive a fair and objective performance evaluation ?

70. To what extent does this organization ensure that you have equal opportunity for recreation ?

71. To what extent is discipline administered fairly throughout this organization ?

72. In this organization work assignments are fairly made.

73. People in this organization discourage favoritism.

74. To what extent do you understand the reasons contributing to the abuse of drugs ?

75. My supervisor can be depended upon to respond helpfully and appropriately to personnel with drug problems.

76. To what extent would you feel free to talk to your supervisor about an alcohol problem in your work group ?

77. To what extent does this organization promote attitudes of responsibility towards the use of alcoholic beverages ?

78. To what extent does this organization provide alternatives to the use of alcohol at social functions ?

79. To what extent would your work group accept and support a recovered alcoholic ?

APPENDIX C

HRM SURVEY INDICES
(FORMS 9 AND 11)

HRM SURVEY INDICES (Forms 9 and 11)

1. Command Climate

a. Communications Flow. Command leadership understands the work and problems of the command. Information flows freely through the chain of command, from the work groups to a listening and responsive leadership and to the work groups concerning plans and problems facing the command.

b. Decision Making. Information is widely based within the command and decisions are made at those levels where the most adequate information is available. Supervisors seek out information before making decisions.

c. Motivation. The command motivates personnel to contribute their best efforts through rewards for good performance and through career enhancing duties.

d. Human Resource Emphasis. The command shows concern for human resources in the way it organizes its personnel to achieve its mission. Personnel within the command perceive that the organization and assignment of work sensibly consider the human elements.

e. Lower Level Influence. Lowest level supervisors and nonsupervisory personnel have the opportunity to influence what goes on in their department.

2. Supervisory Leadership

a. Supervisory Support. Leaders behave in a way which increases the work group member's feelings of worth and dignity.

b. Supervisory Teamwork. Supervisors encourage subordinates to develop close, cooperative working relationships with those who work for them.

c. Supervisory Goal Emphasis. High standards of performance are set, maintained, and encouraged by supervisors.

d. Supervisory Work Facilitation. Supervisors help those who work for them to improve performance. Subordinates and supervisors work together to solve problems which hinder task completion and performance.

3. Peer Leadership

a. Peer Support. Work group members behave toward each other in a manner which enhances each member's feelings of personal worth.

b. Peer Teamwork. The behavior of work group members encourages the development of close, cooperative working relationships. Work group members maintain and encourage high standards of performance.

c. Peer Work Facilitation. Work group members help each other improve performance. The work group works together to solve problems which hinder performance and task completion.

d. Peer Problem Solving. Work group members work well in solving problems.

4. Work Group Processes

a. Work Group Coordination. Work group members plan, coordinate, and support each other effectively.

b. Work Group Readiness (Form 9 only). The work group is able to adapt to emergency situations and meet its mission.

c. Work Group Discipline. Work group members maintain Navy standards of etiquette and discipline.

d. Bureaucratic Practices (Form 11 only).

5. Outcome Measures

a. Satisfaction. Personnel within the command are satisfied with their supervisors, the command, other work group members, their job and their present and future progress in the Navy.

b. Integration of Men and Mission. The command is seen as effective in getting people to meet the command's objectives as well as meeting individual needs.

6. Miscellaneous

a. Training.

b. General.

7. HRM Program Areas

a. Equal Opportunity.

b. Drug Abuse.

c. Alcoholism Prevention.

d. Community Interrelationships (Form 9 only).

APPENDIX D

LOADINGS AND CONTENT OF ITEMS WITHIN FACTORS (FORMS 9 AND 11)

Table D-1

Loadings and Content of Items Within Factors
Emerging on Form 9

Item	Loading	Present HRM Index	Item
Supervisory Leadership (37.3% of Total Variance)			
17	.80	SUP SUPRT	Supervisor pays attention to you?
18	.79	SUP SUPRT	Supervisor listens to problems?
49	.78	SATIS	How satisfied with superiors?
20	.77	SUP TMWK	Supervisor encourages teamwork?
24	.77	SUP WK FAC	Supervisor helps improve your performance?
21	.76	SUP TMWK	Supervisor encourages idea exchanges?
19	.74	SUP SUPRT	Supervisor facilitates feedback on work obstacles?
23	.72	SUP GL EMPH	Supervisor maintains high personal standards of performance?
22	.71	SUP GL EMPH	Supervisor encourages best efforts?
16	.71	SUP SUPRT	Supervisor is friendly, easy to approach?
26	.70	SUP WK FAC	Supervisor offers ideas for solving work problems?
25	.68	SUP WK FAC	Supervisor facilitates scheduling?
61	.64	GENERAL	Supervisor attempts to work out conflicts within work group?
60	.63	GENERAL	Supervisor gives work group credit for good work?
76	.54	DRUG ABUS	Supervisor responds helpfully to drug problems?
77	.54	ALC PREV	Free to talk to supervisor about an alcohol problem in work group?
3	.45	COMM FLOW	Supervisors listen to ideas?
2	.37	COMM FLOW	Told what need to know to do job?

Table D-1 (Continued)

Item No.		Present HRM Index	Item
Work Group Processes (8.6% of Total Variance)			
36	.72	PR PRB SOLV	Work Group (WG) members offer ideas for solving job related problems?
40	.72	WG COORD	You have confidence, trust in WG members?
30	.71	PR TMWK	WG members encourage each other to work as team?
31	.69	PR TMWK	WG members stress a team goal?
32	.69	PR TMWK	WG members encourage each other to give their best effort?
34	.69	PR WK FAC	WG members find ways to improve your performance?
37	.68	PR PRB SOLV	WG members help resolve disagreements?
33	.67	PR TMWK	WG members maintain high performance standards?
38	.67	PR PRB SOLV	WG members exchange ideas?
39	.67	WG COORD	WG coordinates its efforts?
29	.65	PR SUPRT	WG members listen to your problems?
48	.64	SATIS	How satisfied with WG members?
28	.61	PR SUPRT	WG members pay attention to you?
35	.61	PR WK FAC	WG members help you plan and organize?
42	.60	WG COORD	WG makes decisions, problem solves well?
27	.58	PR SUPRT	WG members easy to approach, friendly?
45	.57	WG READI	WG meets daily requirements well?
41	.50	WG COORD	Info about important events exchanged in WG?
44	.48	WG READI	WG performs well under pressure?
46	.44	WG DIS	WG members reflect military standards of courtesy, appearance, grooming?
47	.38	WG DIS	Order, discipline are maintained in WG?
43	.35	WG READI	WG trained to meet emergencies?

Table D-1 (Continued)

Item No.	Loading	Present HRM Index	Item
Command Climate (6.2% of Total Variance)			
10	.65	HUM RES	Command interested in personnel welfare?
56	.64	INTEG MEN	Command meets your needs?
51	.63	SATIS	How satisfied with command?
5	.61	DEC MAKING	Shared information produces informed decision making?
11	.60	HUM RES	Work organized in command?
12	.59	HUM RES	Command has reasonable goals?
70	.58	EQ OPP	Military justice administered fairly in command?
4	.56	DEC MAKING	Decisions made at levels where information is?
6	.55	DEC MAKING	People affected by decisions asked for ideas?
7	.51	MOTIV	Are you motivated to contribute to command's mission?
69	.51	EQ OPP	Command ensures equal opportunity for recreation?
55	.48	INTEG MEN	Command effective in getting you to meet its needs?
62	.48	GENERAL	People at higher levels of the command aware of the problems at your level?
68	.46	EQ OPP	Command ensures fair and objective performance evaluation?
13	.45	HUM RES	Workload, time factors considered in planning assignments?
72	.45	EQ OPP	In this command work assignments are fairly made?
67	.44	EQ OPP	Command ensures equal opportunity for education and training?
73	.44	EQ OPP	People in this command discourage favoritism?
3	.43	COMM FLOW	Supervisors listen to ideas?

Table D-1 (Continued)

Item No.	Loading	Present HRM Index	Item
86	.43	CMNITY INT	Information provided to assist you and/or your family to adjust to living in this area?
1	.41	COMM FLOW	Adequate information from other departments?
66	.39	EQ OPP	Command ensures equal opportunity for housing?
63	.36	EQ OPP	Willingness to talk about racial issues in chain of command?
65	.36	EQ OPP	Command ensures equal opportunity for job assignments?
Satisfaction with the Navy as an Occupation (2.5% of Total Variation)			
52	.56	SATIS	How satisfied with your progress?
53	.56	SATIS	How satisfied with chances for getting ahead?
50	.49	SATIS	How satisfied with job?
54	.44	SATIS	Assigned work produces feelings of self-worth?
8	.35	MOTIV	Duties help your career?
Equal Opportunity (2.2% of Total Variance)			
64	.63	EQ OPP	Command ensures equal opportunity for advancement in rate/rank?
67	.50	EQ OPP	Command ensures equal opportunity for education and training?
65	.48	EQ OPP	Command ensures equal opportunity for job assignment?
66	.41	EQ OPP	Command ensures equal opportunity for housing?
Drug and Alcohol Usage (2.9% of Total Variance)			
79	.63	ALC PREV	Members of your work group discourage alcohol abuse?
78	.52	ALC PREV	Command promotes responsibility towards alcohol usage?
75	.49	DRUG ABUS	Members of your work group discourage drug abuse?

Table D-1 (Continued)

Item No.	Loading	Present HRM Index	Item
77	.40	ALC PREV	Free to talk to supervisor about an alcohol problem in work group?
76	.36	DRUG ABUS	Supervisor responds helpfully to drug problems?

Table D-2

Loadings and Content of Items Within Factors
Emerging on Form 11

Item No.	Loading	Present HRM Index	Item
Supervisory Leadership (6.9% of Total Variance)			
17	.77	SUP SUPRT	Supervisor pays attention to you?
18	.76	SUP SUPRT	Supervisor listens to problems?
19	.76	SUP SUPRT	Supervisor facilitates feedback on work obstacles?
49	.72	SATIS	How satisfied with superiors?
20	.71	SUP TMWK	Supervisor encourages teamwork?
16	.69	SUP SUPRT	Supervisor is friendly, easy to approach?
21	.68	SUP TMWK	Supervisor encourages idea exchanges?
23	.68	SUP GL EMPH	Supervisor maintains high personal standards of performance?
24	.67	SUP WK FAC	Supervisor helps improve your performance?
22	.65	SUP GL EMPH	Supervisor encourages best efforts?
61	.62	GENERAL	Supervisor attempts to work out conflicts within work group?
26	.61	SUP WK FAC	Supervisor offers ideas for solving work problems?
25	.61	SUP WK FAC	Supervisor facilitates scheduling?
60	.57	GENERAL	Supervisor gives work group credit for good work?
76	.51	ALC PREV	Free to talk to supervisor about an alcohol problem in work group?
3	.45	COMM FLOW	Supervisors listen to ideas?
75	.43	DRUG ABUS	Supervisor responds helpfully to drug problems?
2	.39	COMM FLOW	Told what need to know to do job?
6	.35	DEC MAKING	People affected by decisions asked for ideas?

Table D-2 (Continued)

Item No.	Loading	Present HRM Index	Item
Work Group Processes (40.9% of Total Variance)			
30	.73	PR TMWK	Work Group (WG) members encourage each other to work as team?
38	.71	PR PRB SOLV	WG members exchange ideas?
39	.71	WG COORD	WG coordinates its efforts?
32	.70	PR TMWK	WG members encourage each other to give their best effort?
34	.69	PR WK FAC	WG members find ways to improve your performance?
36	.69	PR PRB SOLV	WG members offer ideas for solving job related problems?
40	.68	WG COORD	You have confidence, trust in WG members?
31	.67	PR TMWK	WG members stress a team goal?
33	.67	PR TMWK	WG members maintain high performance standards?
37	.65	PR PRB SOLV	WG members help resolve disagreements?
42	.65	WG COORD	WG makes decisions, problem solves well?
28	.62	PR SUPRT	WG members pay attention to you?
35	.61	PR WK FAC	WG members help you plan and organize?
48	.59	SATIS	How satisfied with WG members?
27	.58	PR SUPRT	WG members easy to approach, friendly?
29	.58	PR SUPRT	WG members listen to your problems?
41	.58	WG COORD	Info about important events exchanged in WG?
47	.52	WG DIS	Order, discipline are maintained in WG?
46	.47	WG DIS	WG members reflect appropriate standards of courtesy, appearance, grooming?

Table D-2 (Continued)

Item No.	Loading	Present HRM Index	Item
Command Climate (3.1% of Total Variance)			
10	.59	HUM RES	Organization interested in personnel welfare?
11	.59	HUM RES	Work organized in organization?
5	.55	DEC MAKING	Shared information produces informed decisionmaking?
12	.55	HUM RES	Organization has reasonable goals?
4	.54	DEC MAKING	Decisions made at levels where information is?
72	.49	EQ OPP	In this organization work assignments are fairly made?
6	.46	DEC MAKING	People affected by decisions asked for ideas?
71	.46	EQ OPP	Discipline administred fairly in organization?
9	.43	MOTIV	Work group members who contribute the most are rewarded the most?
13	.43	HUM RES	Workload, time factors considered in planning assignments?
62	.43	GENERAL	People at higher levels of organization aware of the problems at your level?
73	.41	EQ OPP	People in this organization discourage favoritism?
7	.37	MOTIV	Are you motivated to contribute to organization's mission?
69	.36	EQ OPP	Organization ensures fair and objective performance evaluation?
15	.35	LOW LEV INF	Non-supervisory personnel have influence in department?

Table D-2 (Continued)

Item No.	Loading	Present HRM Index	Item
Satisfaction with the Navy as an Occupation (5.4% of Total Variance)			
50	.65	SATIS	How satisfied with your progress?
54	.61	SATIS	Assigned work produces feelings of self-worth?
8	.60	MOTIV	Duties help your career?
7	.43	MOTIV	Are you motivated to contribute to organization's mission?
51	.43	SATIS	How satisfied with organization?
52	.41	SATIS	How satisfied with your progress?
53	.39	SATIS	How satisfied with chances for getting ahead?
55	.36	INTEG MEN	Organization meets your needs?
55	.35	INTEG MEN	Organization effective in getting you to meet its needs?
Equal Opportunity (3.4% of Total Variance)			
68	.59	EQ OPP	Organization ensures equal opportunity for education and training?
67	.56	EQ OPP	Organization ensures equal opportunity for housing?
65	.55	EQ OPP	Organization ensures equal opportunity for advancement in rate/rank?
66	.49	EQ OPP	Organization ensures equal opportunity for job assignment?
70	.38	EQ OPP	Organization ensures equal opportunity for recreation?
69	.35	EQ OPP	Organization ensures fair and objective performance evaluation?
Bureaucratic Practices (2.4% of Total Variance)			
44	.77	BUR PRAC	Much "red tape" to get things done?
45	.71	BUR PRAC	Hemmed in by unexplanable rules and regulations?
43	.68	BUR PRAC	Get endlessly referred when need help?

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